FEMA

FEMA Logistics Update
FEMA-USACE RAP Session

December 2, 2008

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Deputy Assistant Administrator
Logistics Management Directorate

Plan *Manage*
Sustain

Perspectives

- **What we accomplished**
  - **Floods**
  - **Hurricanes**
  - **Relationships**
- **What we have learned - *After Action Review***
  - **National Logistics Coordinator (NLC)**
  - **Roles and Responsibilities**
  - **Total Asset Visibility**
  - **Doctrine Update**
- **What lies ahead**
  - **Exercises**
  - **Final products**
  - **Capabilities improvement**

2008 Disaster Response

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Mid-West Flood Relief – Commodities Support

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Water: 3,618,000 liters (201 trucks)

- USACE - 2,160,000 (120 trucks)
- GSA - 900,000 (50 trucks)
  - Staples – 306,000 (17 trucks)
- Local Vendors
  - Wal-Mart – 558,000 (31 trucks)

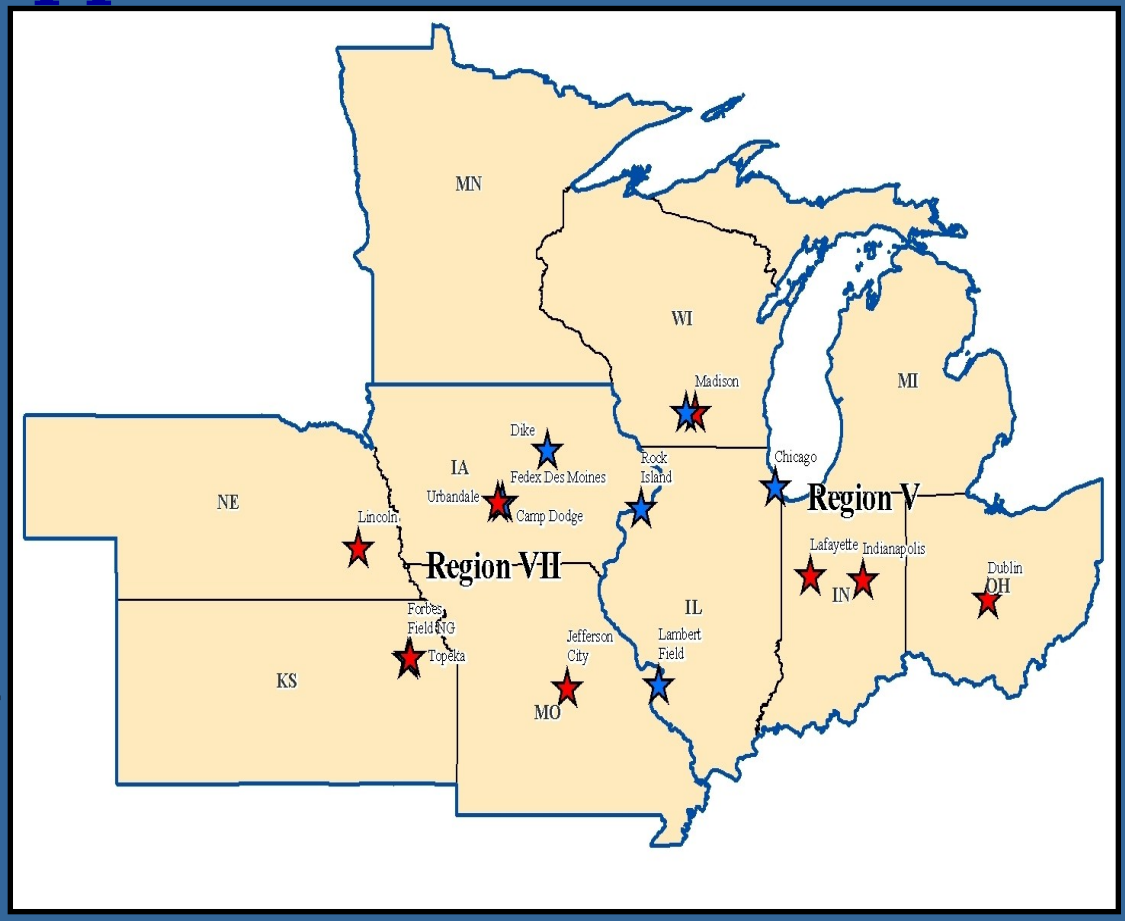
Tarps: 2,500 (1 truck)

Generators: 200 (26 trucks)

Sandbags: 470,000 (3 trucks)

Plastics Sheeting: 4,032 (8 trucks)

Mobile Disaster Recovery Centers (MDRCs): 28 units



Hurricane Gustav

Total Logistics Support to Region VI

FEMA

As of 1 OCTOBER 2008

Water: 11,460,648 liters (636 trks)

- Prepo: 815,148 (45 trks)
- GSA: 1,987,500 (110 trks)
- USACE: 8,658,000 (481 trks)

Meals: 13,788,864 meals (656 trks)

- Prepo: 1,619,712 (76 trks)
- DLA: 11,299,656 (538 trks)
- Private Vendors: 869,496 (42

Tarps: 680,220 (238

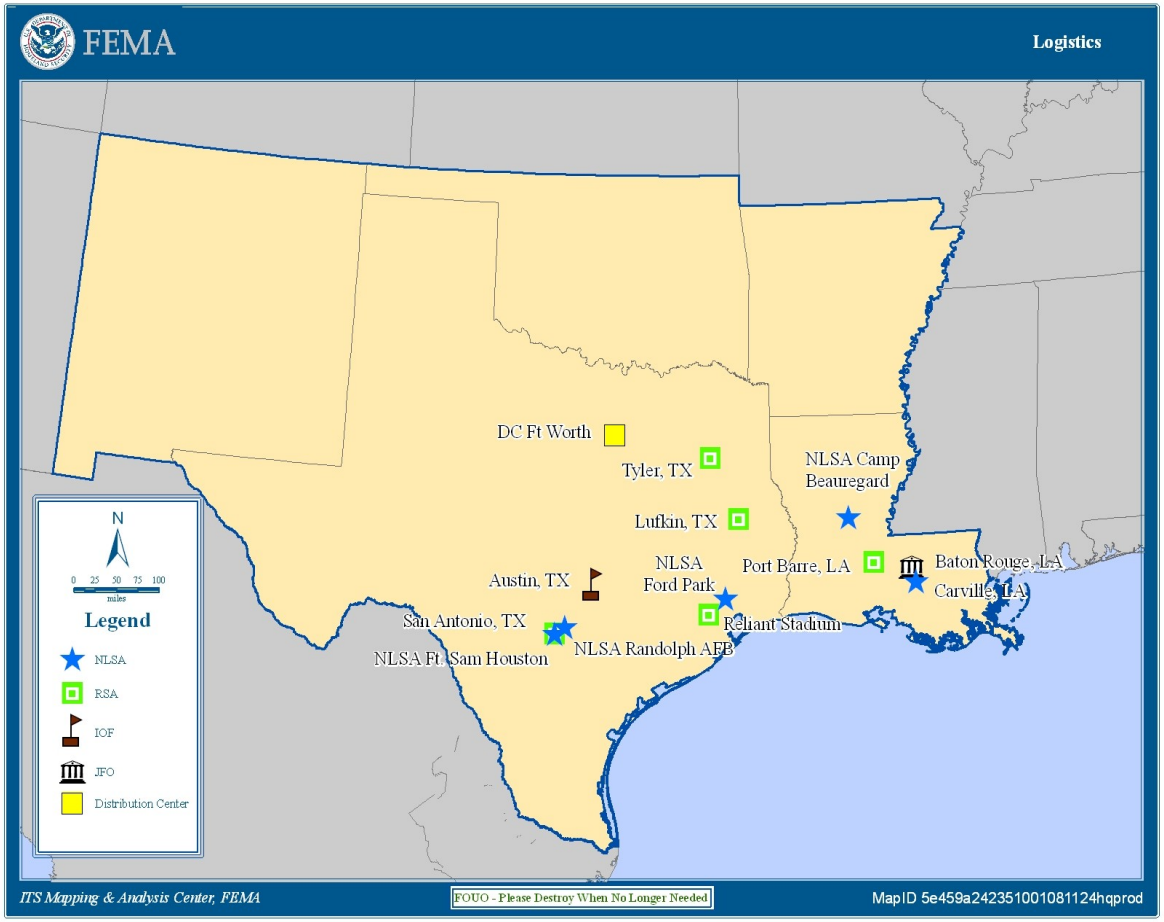
Cots: 91,282 (41 trks)

Blankets: 138,789 (31

Ice: 4,440,000 lbs (111 trks)

Plastics Sheeting: 23,500

Mobile Disaster Recovery Centers (MDRCs):



Hurricane Ike (TX/LA)

Total Logistics Support to Region VI

FEMA

As of 1 OCTOBER 2008

Water – 28,690,912 (1,599 trks)

- Prepositioned: 1,619,712 (76 trks)
- GSA: 1,979,200 (110 trks)
- Walmart/Pepsi: 328,960 (19 trks)
- USACE: 25,092,000 (1,394 trks)

Tarps – 276,500 (111 trks)

- Prepositioned: 2,700,000 (126 trks)
- DLA: 19,979,032 (951 trks)

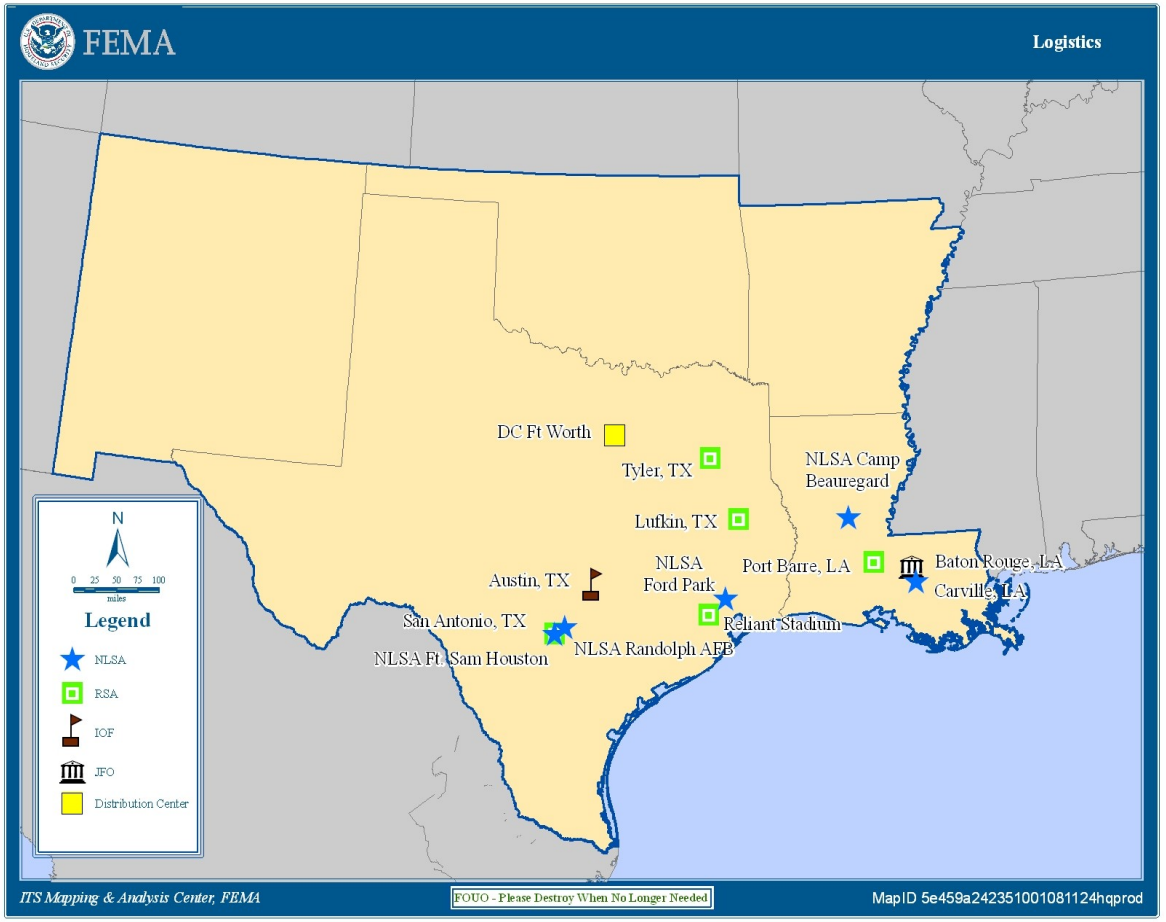
Cots – 205,493 (225 trks)

Blankets – 375,000 (83

Ice – 47,840,000 (1,196 trks)

Plastics Sheeting – 36,720 (55 trks)

Mobile Disaster Recovery Centers (MDRCs):

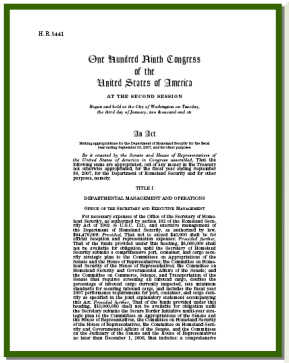


After Action Review – *Major Issue Summary*

- Document specific logistics ***roles, responsibilities*** and ***relationships***
  - Confirm National Logistics Coordinator Concept
  - Clarify policies to ensure ***consistency in processes***
  - Point of Distribution (POD) Training Program: Standardized training for States in the planning and operation of PODs
- Need to ***improve communications*** among organizations and partners during field operations
- FEMA Transportation Coordination
- National *Contracting* Instruments
  - FEMA Regions need total visibility of national contracts
  - Need BPA's for regional support
- ***Training*** for Logistics Cadre Generalists (specifically National Logistics Staging Areas)
- Review of Single Point Ordering responsibility / mission
- ***Intransit Visibility and Asset Accountability***

National Logistics Coordinator References

H.R. 5441/ P.L. 109-295 DHS Appropriations Act, 200 2006 Title VI Post – Katrina Emergency Management Reform Act (PKEMRA):



H.R.5441

One Hundred Ninth Congress
of the
United States of America

AT THE SECOND SESSION

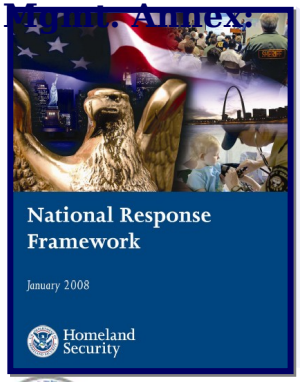
An Act

TITLE I

DEPARTMENTAL MANAGEMENT AND OPERATIONS

OFFICE OF THE SECRETARY AND EXECUTIVE MANAGEMENT

The National Response Framework, ESF #7, Logistics Mgmt. Annex:



- **Directs the FEMA Administrator to:**
  - **Develop an efficient, transparent, and flexible logistics system for procurement and delivery of goods and services necessary for an effective and timely response to disasters;**
  - **Develop a Demonstration Program with regional and local governments in the formation of innovative public & private logistical partnerships and centers to improve readiness**
- **Section 503. requires FEMA to "partner with State, local, and tribal governments and emergency response providers, with other Federal agencies, with the private sector and with nongovernmental organizations to build a national system of emergency management that can effectively and efficiently utilize the full measure of the Nation's resources…"**
- **NRF ESF #7 (Logistics Management and Resource Support): "ESF #7 provides management for the role of the National Logistics Coordinator (NLC) …in support of Federal, State, tribal, and local governments."**

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National Logistics Coordinator Concept Overview

The Role of the National Logistics Coordinator (NLC)

- ***To coordinate Strategic Logistics domestic emergency planning, management and sustainment capabilities***
- ***To promote the support and collaboration of other federal agencies, public and private sector partners, non-governmental organizations, and other stakeholders***
- ***To improve disaster logistics readiness, responsiveness and preparedness for both Stafford Act and non-Stafford Act disasters***

Three Focus Areas:

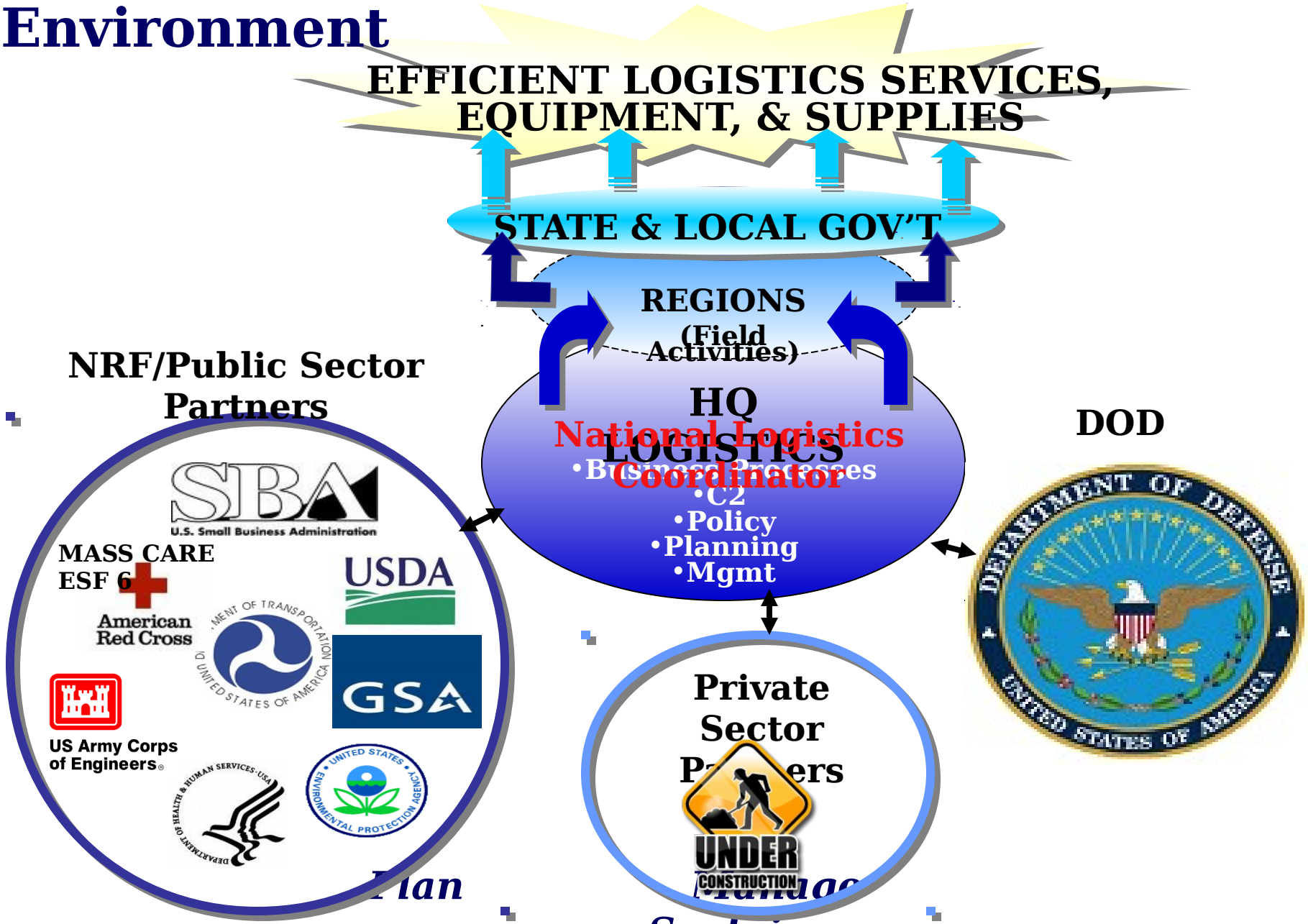
1. **Building Relationships – *partnering***
2. **Accumulating and disseminating Information – *transparency***
3. **Influencing plans & integrating logistics response – *collaboration***

Developing National Level Collaboration while Continuing to Improve Internal Operations and Capability

National Level
FEMA as the National Logistics Coordinator
Internal FEMA
• Strategic Focus Pillars
• Manage procurement of basic commodities
• Upgrade & manage distribution centers
• Coordinate transportation network

- **Single Integrator for Strategic Logistics Support**
- ***Facilitate*** **development of National Supply Chain Strategy**
- ***Collaborate*** **with national disaster response partners**
- ***Synchronize*** **preplanning activities**
- ***Leverage*** **vendor network and full capacity across all partners**

National Logistics Coordinator Operating Environment

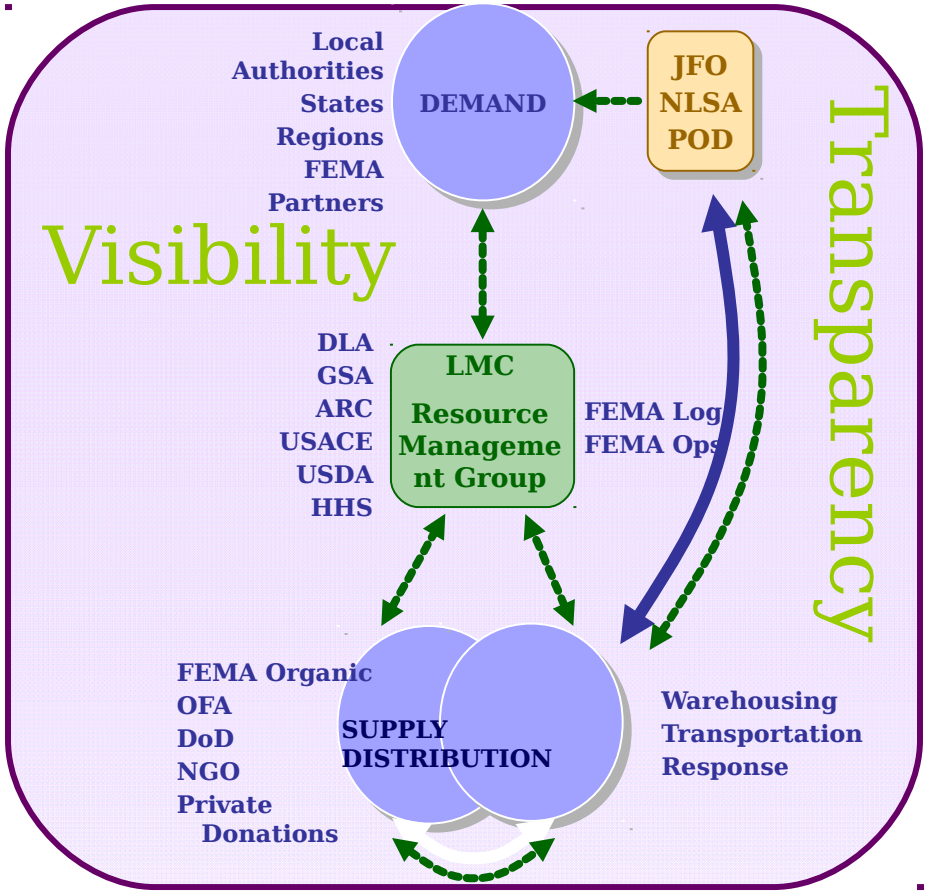


National Logistics Coordinator - *Sourcing Process*

Objective:
Sourcing decisions based on all national logistics partners' available capabilities

Current focus:
Establish national procedures & visibility for collaboration & coordination

Future efforts:
Increase automation & expand scope to the region & state level



National Logistics Coordinator Concept 2008

What Worked

- Developed Draft Policy/Guidance/ Standards
- External/Partner Integration & Coordination
- NLC Senior Leader Forum
  - USNORTHCOM
  - DLA
  - GSA
  - NGB
  - USACE
- Daily Logistics Conference Calls
- Fly Away Team
- Evacuation Services Support

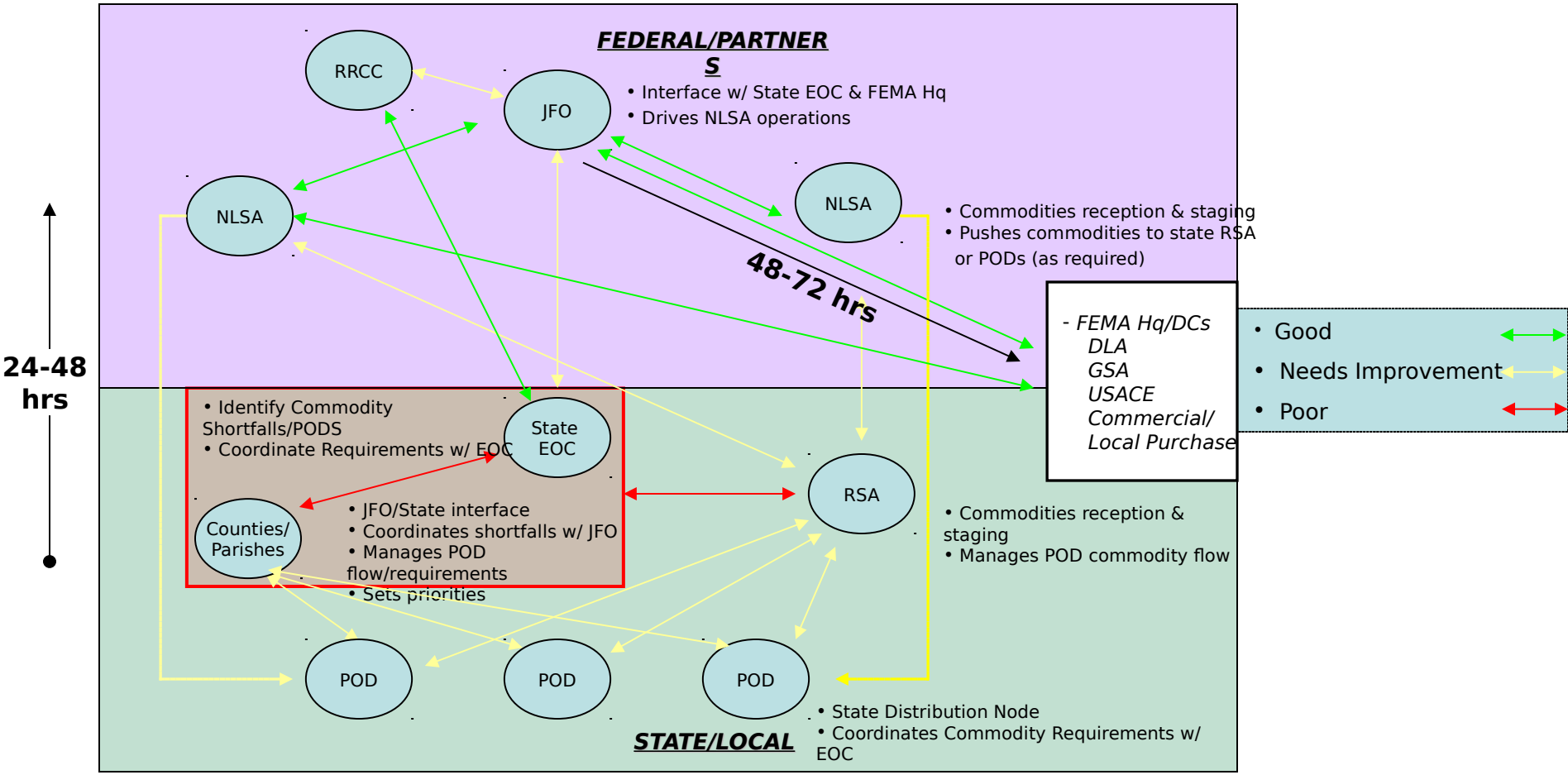
What Didn't

- "Center of Gravity"
- Asset Visibility
- Reporting/Documentation
- Internal/Agency Integration & Coordination
  - Culture
  - Legacy Processes
- Personnel Resources
  - Strategic Logisticians
- Evacuation Coordination

Way Ahead

- Review and Revise Logistics Doctrine and Policy (Including NLC Concept)
- Develop NLC Communications Plan
- Training, Credentialing & Education
- Strategic Logistics presence at key decision nodes
- Enhanced Technical Assistance through Tactical level (POD Distribution)

Must Improve:
Federal & State Commodities Distribution Process Flow



Key to success is preplanning and timely requirements determination

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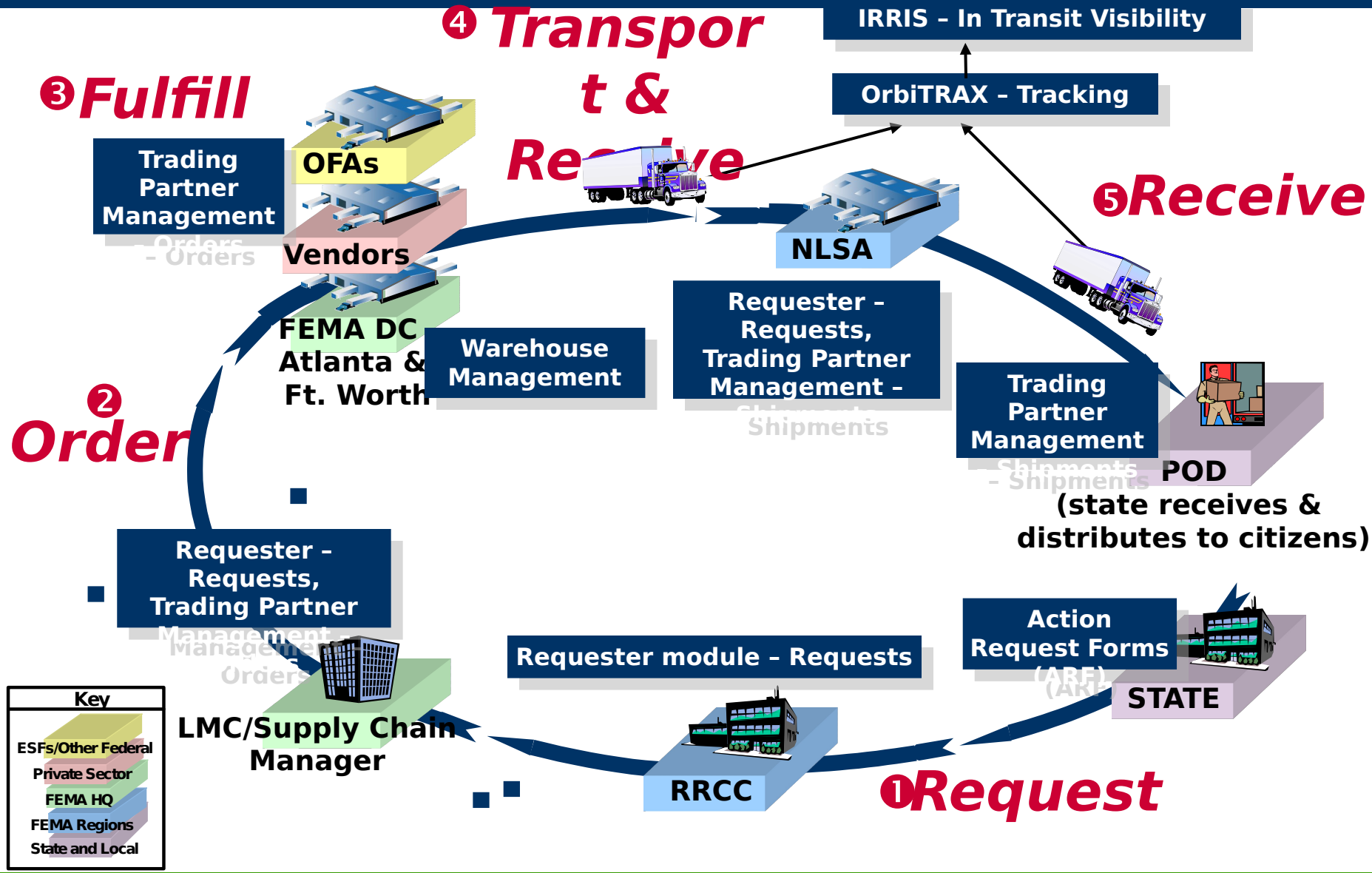
Total Asset Visibility (TAV) Program



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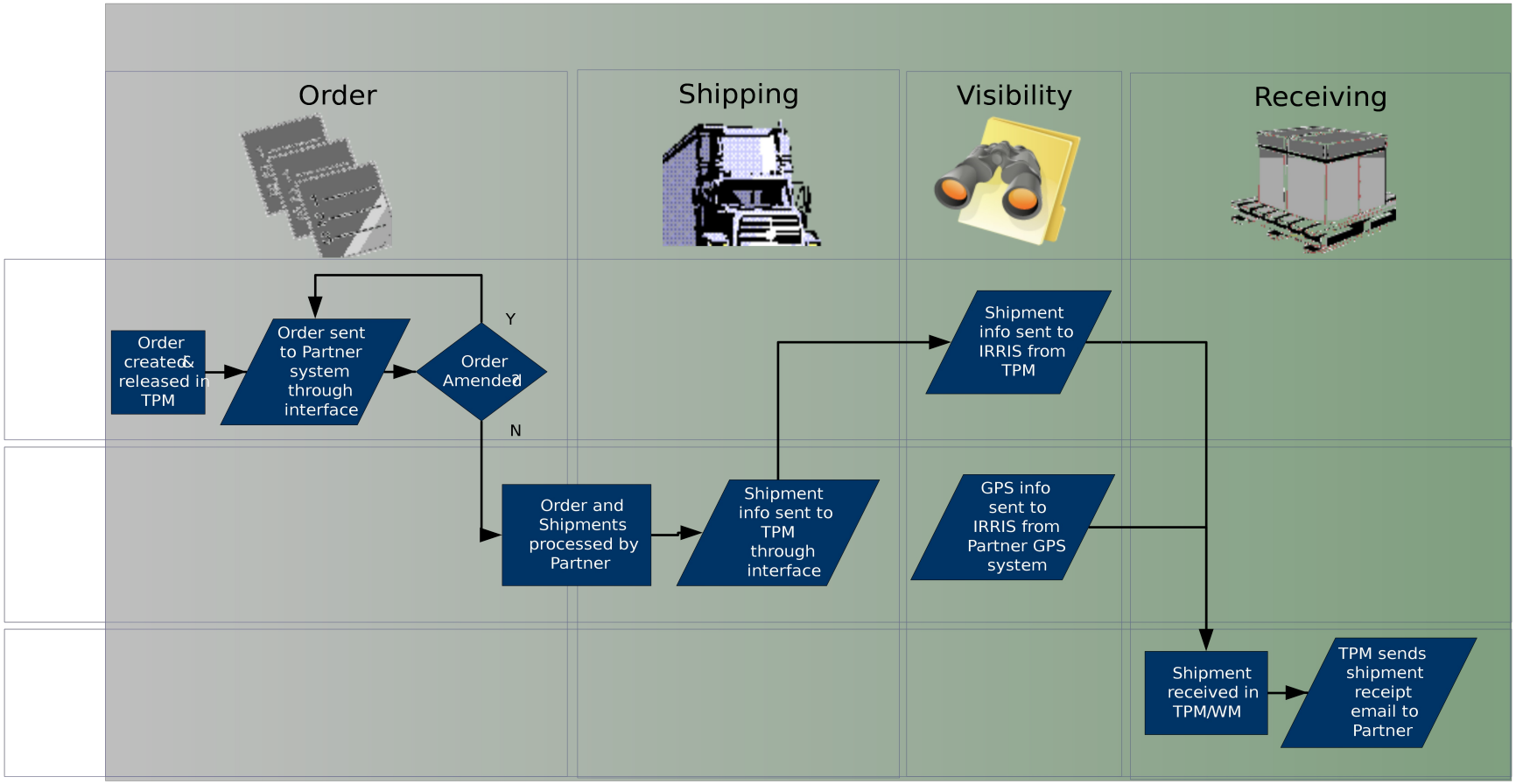
Partner Onboarding Program

- Currently the interaction between FEMA and its partners is conducted through manual (e.g., phone, fax, email, manual data entry) processes
- The lack of automated system interfaces with these partners has had major impacts
  - ***Limited Visibility*** - unable to provide comprehensive visibility of orders and shipments or full historic data for future analysis
  - ***Incomplete, inconsistent, less timely information*** for operators and decision makers
  - ***Manual Work*** - more work for less complete/accurate/ timely information.

Partner Onboarding Scope/Objective

- Onboard 4 strategic Partners
  - Defense Logistics Agency
  - General Services Administration
  - US Army Corps of Engineers
  - American Red Cross
- Develop processes and approach to support onboarding of additional Partners in the future
- January 31, 2009, Initial Target date to have initial Onboarding with the 4 Partners

System-to-System Automated Interfaces


Order
Shipping
Visibility
Receiving
Order created & released in TPM
Order sent to Partner system through interface
Order Amended?
Y
N
Order and Shipments processed by Partner
Shipment info sent to TPM through interface
Shipment info sent to IRRIS from TPM
GPS info sent to IRRIS from Partner GPS system
Shipment received in TPM/WM
TPM sends shipment receipt email to Partner

Doctrine Review and Update – *Primary Documents*

- ESF 7 Annex: Logistics Management and Resource Support
- Logistics Management Operations Manual
- Logistics Management Center (LMC) CONOPS
- NLSA Concept of Operations
- TAV Integrated Business Process - *Implementation*
- Direct Housing Concept of Operations

Plan – Do – Check – Act

- **FEMA – USACE RAP – Dec 08**
- **USACE SOP Review – Mid Jan 09**
- **FEMA Logistics ROC Drill – Late Jan 09**
- ***Release/Coordinate Revised Doctrine Drafts***
- **FEMA Logistics Functional Exercise – Mar 09**
  - **NLSA**
  - **RSA**
  - **POD**
- **FEMA - USACE Senior Leaders Seminar – Apr 09**
- ***Finalize Revised Doctrine Documents***
- **Hurricane TTX – May/Jun 09**
- **FEMA Logistics AAR – Oct 09**
- **FEMA - USACE RAP – Dec 09**

Ongoing Engagement with States

- **Apply Logistics Capability Calculator**
- **Work Gap Analysis**

New Initiatives

- Demo Program (Logistics Capabilities Calculator):
  - Tool developed with input from States, FEMA Regions and FEMA Headquarters logisticians, field observations, relevant doctrinal documents and applicable commercial practices
  - Designed to help States identify and assess critical logistics functional areas (Planning, Operations, Distribution Management, Organization and Property Management)
  - Supports Gap Analysis

- Grant Program-Commodities:
  - Critical emergency supplies, such as shelf stable food products, water, and basic medical supplies are an allowable expense under the State Homeland Security Program (SHSP)
  - Developing procedures to work with States for development of essential supporting infrastructure

- Public – Private Partnering: Next slide

Plan ***Manage*** ***Sustain***

Public / Private Sector Partnering

American Trucking Association (ATA)

Discussion:

- Aug 6 panel discussion with ATA, GSA and vendors on FEMA concept and requirements
- Match FEMA requirements w/ industry capability

Way Ahead:

- Develop strategic transportation solutions
- Incorporate ATA transportation concepts

NY / NJ Planning Initiative

Discussion:

- Ongoing dialogue with NY/NJ to mitigate resource gaps
- Involve Public/Private Sector Associations
- Define disaster response needs to include reviving infrastructure (food, water, power, etc)

Way Ahead:

- Prioritize critical infrastructure needs
- Create alternative solutions to feeding and hydrating mass populations

Federal Meal Alternatives Project

Discussion:

- Collaboration with State of Florida to research commercial meal alternatives for response sustenance
- Surveys distributed to DCs, Regions and State Logistics Reps on meal variety, packaging and disposal

Way Ahead:

- Commercial meal alternative offering variety and flexibility of disaster feeding
- More recognizable product with adequate

The Katrina Legacy

"Tons of Food Spoiled As FEMA Ran Out Of Storage Space (Washington Post, 4/12/07)

"Stockpiled Food Goes Bad" (CNN: The Situation Room, 4/13/07)

"FEMA let millions of meals rot on Gulf Coast" (Washington Post, 4/13/07)

"FEMA Wastes $40 Million in Food for Katrina" (CBS News, 4/13/07)

"FEMA To Melt $24 Million In Unused Ice" (Congressional Quarterly 7/16/07)

"Food stored by FEMA spoils" (United Press International, 4/13/07)

"FEMA Ice Goes To Waste" (WVUE-TV-New Orleans, 7/4/07)

"Another FEMA goof" (Bradenton He

"Pre-Prepared Meals Wasted" (CNN: American Morning, 4/26/07)

"Doesn't FEMA Know There Are Starving Children? $40 million in Food Thrown Away" (Associated Content, 4/13/07)

"FEMA Dumps Ice In Storage" (FOX Report, 7/4/07)

Improving Performance

"FEMA Rising: From wildfire response to Hurricane recovery, an agency is reborn"
(Gov Executive April 2008)

"Kind words for 'new' FEMA"
(USA Today Oct 7, 2008)

"08 Pre-Hurricane Planning Paid Off"
(Daily Advertiser, Aug 2008)

"Texas Gov. Rick Perry indicated that he was pleased with the FEMA response, defending any perceived delays in delivery of basic goods"
(HS Today Sept 30, 2008)

"Hurricane Preps Show Drastic Improvements"
(WREG-TV, Sept 2008)

"Had it not been for FEMA, the city wouldn't Have recovered as well as it has Galveston Mayor Lyda Ann Thomas"
(Capitol Hill)

"Reviews have also been favorable For the agency's response to Hurricane Gustav and the Midwest Flooding earlier this year"

"Flood victims say FEMA is doing a heckuva job"
(Fox news, Jun 2008)

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